



## COUNTY OF LOS ANGELES

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August 8, 2006

To: Board Information Technology Deputies

From: Jon W. Fullinwider  
Chief Information Officer

Subject: **eCAPS FINANCIAL APPLICATION SYSTEMS USER SURVEY**

At our regularly scheduled Information Technology (IT) Board Deputy briefing on April 19, 2006, you asked our office to conduct a survey of eCAPS users to capture their opinions on various aspects on the eCAPS Financial System that was implemented on July 1, 2005. In addition, we were requested to document success indicators for the eCAPS implementation.

#### **eCAPS User Survey**

Attached is a report that presents and analyzes the survey results and identifies next actions that the eCAPS Project Team will be taking to address issues and concerns identified by survey respondents.

Overall, the survey results are encouraging. Going into the second year of operation, users reported an improvement in overall satisfaction (82% Good/Fair rating) with the eCAPS in meeting their business needs when compared to results documented in an eCAPS Post Implementation Survey conducted in October 2005. Satisfaction ratings for Reporting have improved substantially (69% Good/Fair rating) over the October 2005 results indicating that major enhancements in the integrity, relevance and availability of reports are working.

It should be noted that implementing the eCAPS application significantly changed County business processes related to financial management. Given the size and complexity of the eCAPS and the number of business processes impacted across all departments, the success experienced to date is an outstanding testament to the effectiveness of the County's approach in its implementation and staff training. As departments become more familiar with the new business processes and system capabilities, the County will see continued business process improvements resulting from the eCAPS implementation.

### **eCAPS Success Indicators**

The other request coming out of the April briefing was for our office to perform an analysis of benefits or success indicators to assure the Board of Supervisors that the eCAPS Financial System implementation has met the goals and objectives that it was funded and implemented to address. We are continuing to work with the Auditor-Controller to identify and validate that key eCAPS operational and strategic objectives have been reached and we will be distributing that report by next week.

If you have questions, please contact me at (213) 974-2008, or Gregory Melendez, of my staff, at (213) 974-1710.

JWF:JW:GM:ygd

Attachment

c: All Department Heads



**County of Los Angeles**  
**Chief Information Office**

**eCAPS Financial Application**  
**User Survey**

**July 2006**



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## Survey Summary Information

The following summarizes the results of the eCAPS System User Survey conducted in June 2006. Using standard rating scales, users were asked to provide their own personal assessment of various aspects of the eCAPS application including system effectiveness, communication management, reporting, and training and support. This survey was conducted as a follow up from observations documented in the October 2005 Post Implementation Survey. While the rating scales used on both surveys were not identical, conclusions can be drawn that overall, since going live on July 1, 2005, the eCAPS application continues to maintain good levels of user satisfaction as it approaches its second year of operation and that there have been improvements in many areas.

We would like to thank the County Departments for the time their staff have taken to participate in the survey. The feedback we have received will allow the eCAPS Project Team to better understand and address departments' needs, thereby helping to provide direction as we look toward the future with eCAPS.

### Survey Results:

- **Department Responses** – There were 145 responses received to the May 2006 survey, up from the 87 received last October. As before, respondents were asked to provide their assessment on key aspects of the eCAPS application including system effectiveness, communication management, reporting and training and support. User comments were also solicited on best features and areas of improvements.
- **Overall Satisfaction** – Overall satisfaction improved (82% Good/Fair rating) with the eCAPS application meeting the Departments' business needs. User ratings in the four key business areas, General Ledger, Accounts Payable, Accounts Receivable and Cost Accounting/Projects/Grants improved with an average 73% Good/Fair rating. Departments continue to adjust to the automation of the Accounts Receivable processes while Cost Accounting/Projects/Grants remained an underutilized functionality in the County.
- **Reporting** – Satisfaction levels rose dramatically in Reporting (69% Good/Fair rating). Major enhancements in the integrity, relevance and availability of the reports helped turn around a poor rating from the October survey. Users were satisfied with the ability to run reports on demand using pre-defined criteria, report drill down features enabled users to view activities at lower levels in the Chart of Accounts and at the transaction level. Lastly, users were very satisfied with the capability to output reports to several formats including, Excel, PDF and CSV. While there was significant progress, improvement is still needed in extracting information from additional areas and expanding the use of new functionality such as the cubes, drill down, etc.



- **Project Communication** – Project information sessions, (i.e., Monthly Department Liaison, Administrative Deputy), Project website and newsletter, and departmental outreach continue to get high levels of user satisfaction. Project communications (Change Management) in general has maintained high marks since the eCAPS “go live”. Users strongly recommended that project communication vehicles be retained for future eCAPS project phases. Users were satisfied with the content and frequency of project information disseminated. Users were comfortable downloading and printing project materials from the website including newsletters, training materials and design documents from the respective subprojects. Departments responded positively to the outreach effort, 80% responded that additional sessions should be conducted.
- **Transaction Capability** – Less than 16% of the users were not satisfied with the system’s transaction capability. This rating is noteworthy given the County’s migration to a web-based environment and transformation of business processes. Even challenged with both new and revised policies and procedures, increased need for on-line entry of several documents (i.e., Journal Vouchers, Deposit Permits), and use of electronic workflow functionality, users nonetheless reported a somewhat satisfied/very satisfied rating. Departments requested additional training and support to further improve their effectiveness in utilizing the system.
- **Training Needs** – We took the opportunity with this survey to assess the Departments’ training needs. Overall, the Departments were satisfied with the training that has been provided, however, 69% expressed an interest for additional training. Training needs can best be categorized as (a) How to extract information from the system (Reporting, Search/Queries and Journals/Ledgers) and (b) How to process transactions (encumbrance/payments, vendors and contracts). When the application went live, the focus was to ensure that users learned how to process transactions and we continue to provide ongoing support in this area. Now, users request for training has shifted to their ability to extract information from the system using the applications on-line capabilities, reports and other methods.
- **Help Desk** – The Help Desk performance received a 52% (Fair/Good rating). While the Help Desk held steady from the previous survey, overall, users requested improvements in the responsiveness and quality of incident resolution. Users reported that knowledge and expertise of the Help Desk support staff can be improved. Departments responded positively to the online access to report incidents as an effective method in capturing incidents and communicating back resolutions. Also, publication of FAQs, eCAPSules, Tips and Tricks, and reference materials on the website helped address recurring incidents which would otherwise be reported repeatedly.
- **User Comments** – The last two questions in the survey captured user comments describing best features and ideas for improvements. Those with most significant impact on the administration of eCAPS and departmental operations are summarized in the body of the report.



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## eCAPS Application Components

The eCAPS application consists of the following components:

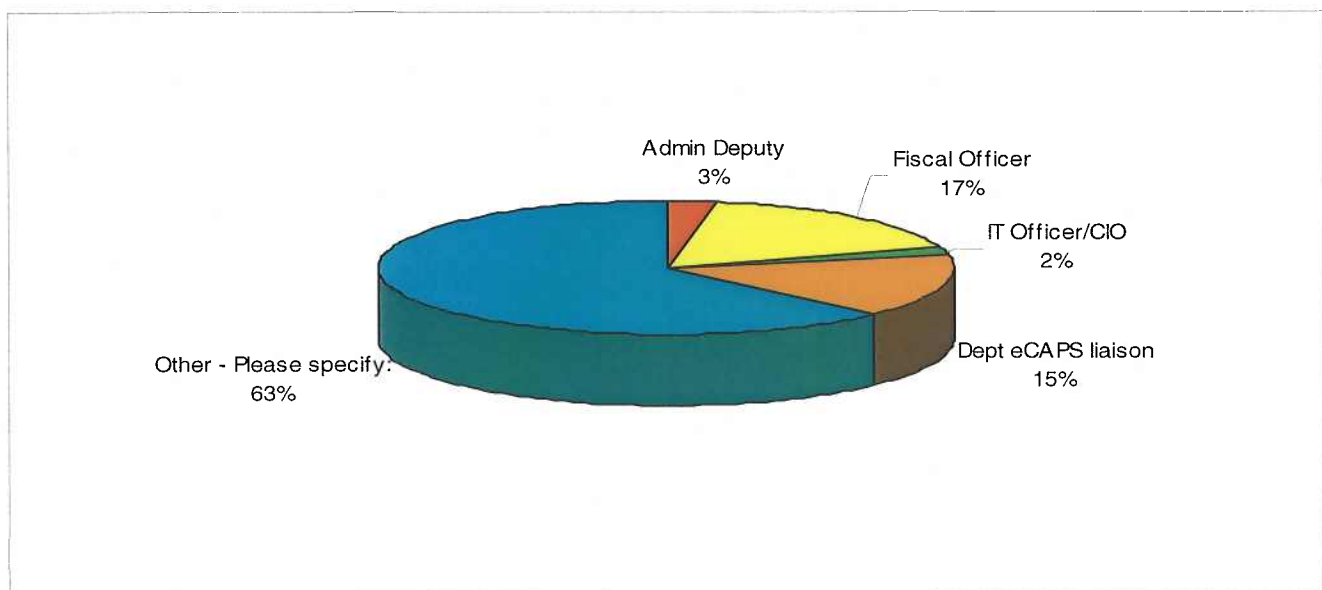
- **General Ledger** – central repository for financial information, supports Chart of Accounts and budget structures encumbrances, intra-governmental transactions and year-end close;
- **Accounts Payable** – supports payments, disbursements, warrant processing bank reconciliation, and vendor management;
- **Accounts Receivable** – supports revenue tracking, billings and collections and provides customer account management support;
- **Cost Accounting Projects/Grants** – includes program budgets, projects, grants and jobs, and labor distribution; and
- **Reporting** – includes scheduled and on-demand reports, ledger and journal report, on-line queries, etc.



## Survey Detail Information

### Survey Participants and Process

Survey invitations were sent out to Department Administrative Deputies, Fiscal Officers, Information Technology Managers and eCAPS Project Liaisons and 145 responses were received.



Each survey question provided the user an opportunity to "rate" the effectiveness of the various aspects of the eCAPS application using standard rating scales.

The survey included questions about user's satisfaction with eCAPS in the following areas:

- Overall System Effectiveness;
- Communication Management;
- System Effectiveness;
- Reporting;
- Training and Support; and
- General User Questions

We asked departments to provide ratings to features of eCAPS, identify additional needs and functionality they would like to see. We also solicited comments on what worked well and should be continued to improve overall system effectiveness and actions that could be undertaken to improve the overall system effectiveness.



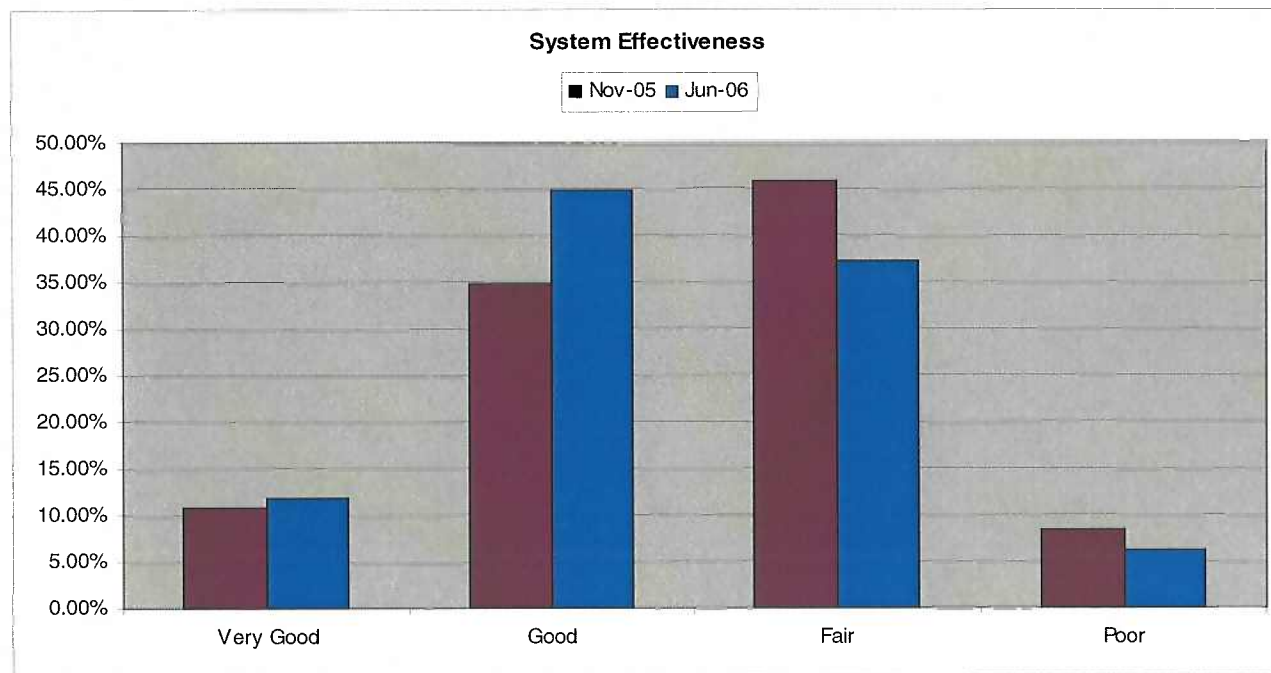


We have summarized information based on the number of responses to each question. Not all users answered all questions either because the question did not apply and/or they do not use or have knowledge of that particular function.

## How Are We Doing?

### Overall Systems Effectiveness

What is your overall assessment of the eCAPS application is meeting your department's business needs?



### Notes:

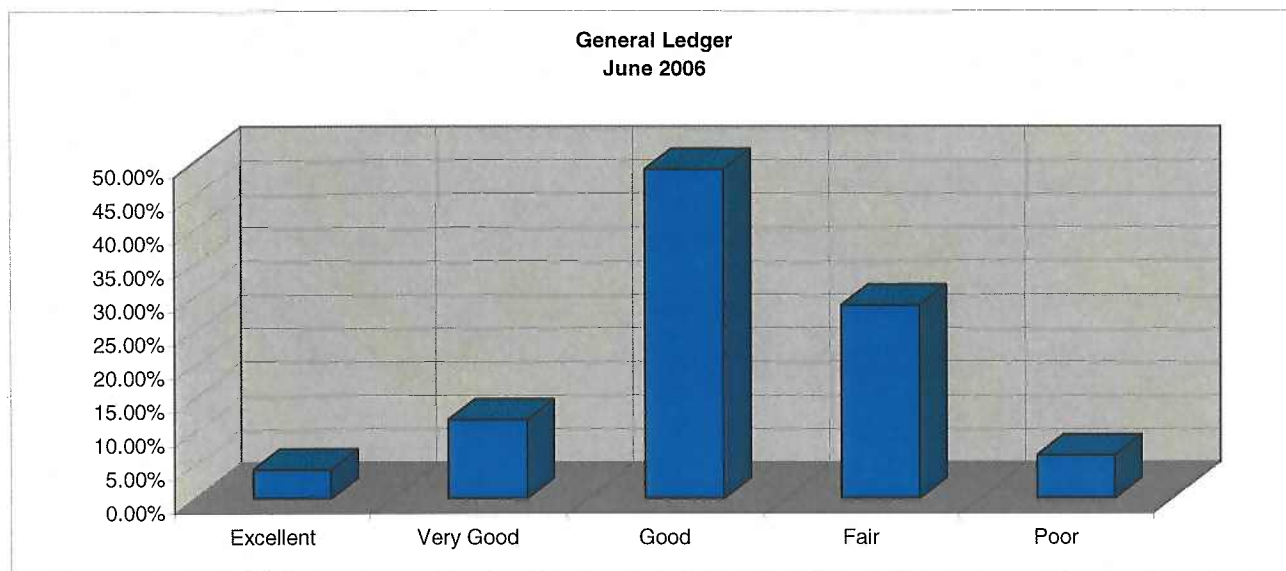
Going into its second year of operation, users reported an improvement in eCAPS application meeting the Department's business needs. User satisfaction improved from Fair (November 2005 Survey) to a Good rating.

User ratings in the four key business areas, General Ledger, Accounts Payable, Accounts Receivable and Cost Accounting/Projects/Grants held steady with an average rating of Good.

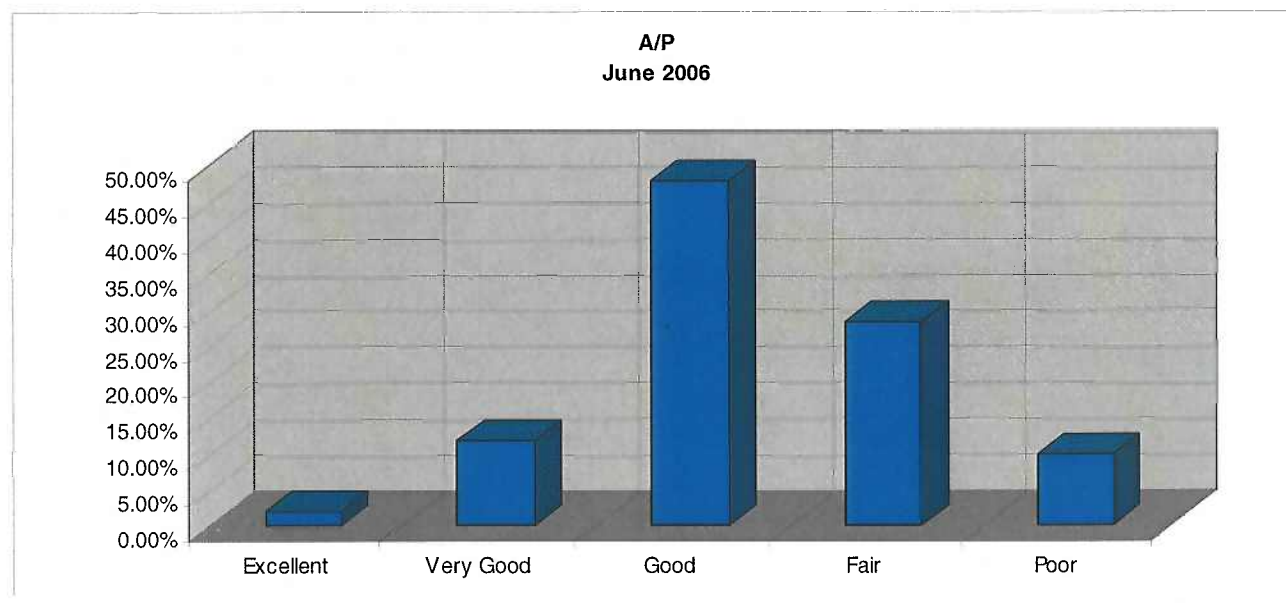


**How well does the eCAPS application meet your needs in the following business areas?**

**General Ledger**



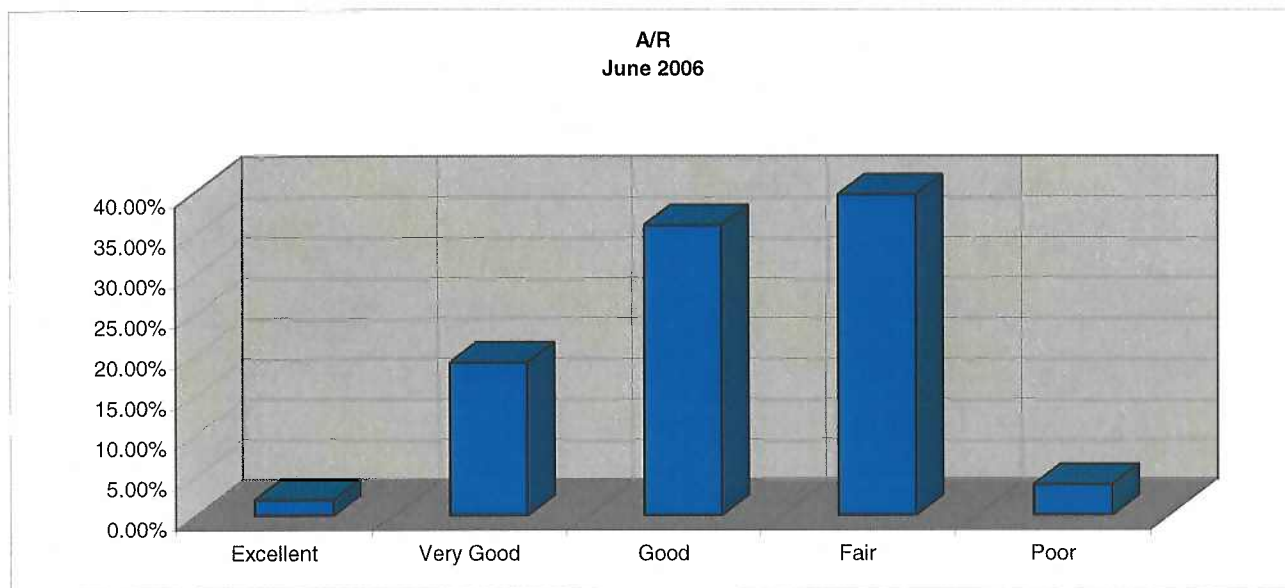
**Accounts Payable**



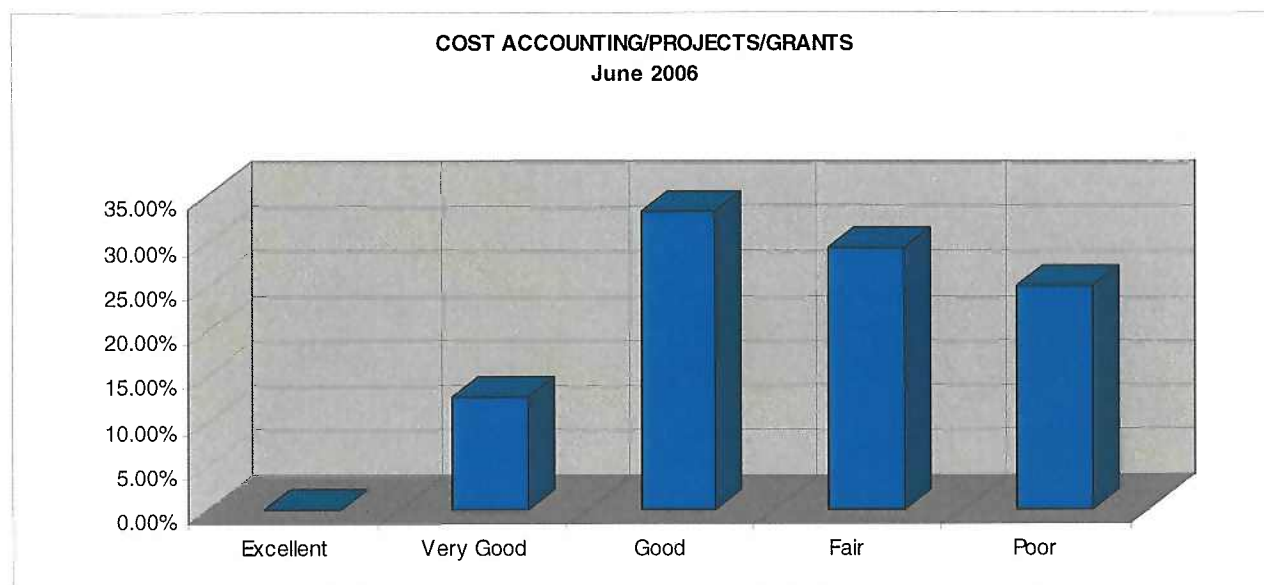


**How well does the eCAPS application meet your needs in the following business areas (cont.)?**

**Accounts Receivable**

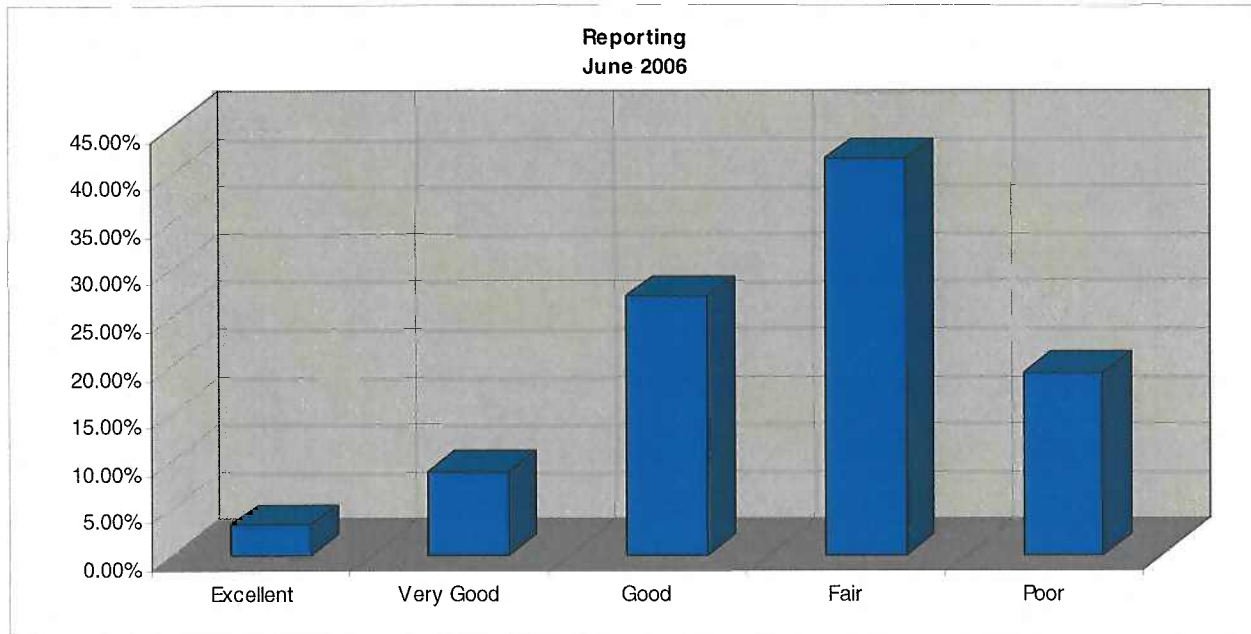


**Cost Accounting/ Projects/Grants**





**How well does the eCAPS application meet your needs in the following business areas (cont.)?**



**Notes:**

Enhancements in the integrity, relevance and availability of the reports helped turn around a Poor rating (November 2005 Survey) to Good/Fair levels.

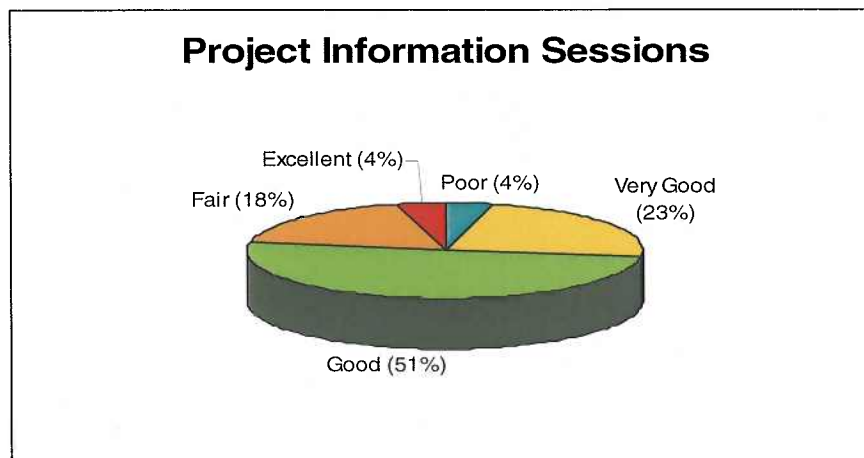
Users were satisfied with the following:

- Use of on demand reports (formatted reports with predefined selection criteria)
- Report drill-down features to view lower levels (Summary to Detail Drill Down)
- Output reports to several formats including Excel, PDF and CSV
- Users continue to look for improvements in:
  - Ability to report at the departmental element level using department objects, department revenue, function codes, location, etc.
  - Availability of reports in the areas of Accounts Receivable and Cost Accounting/Projects/Grants
  - Ad hoc report capability

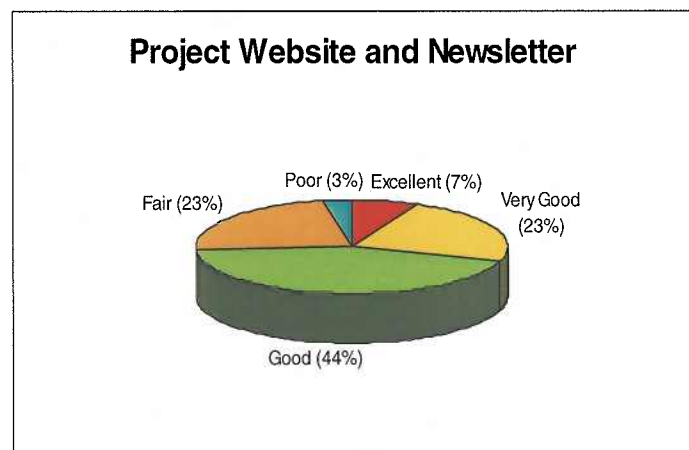
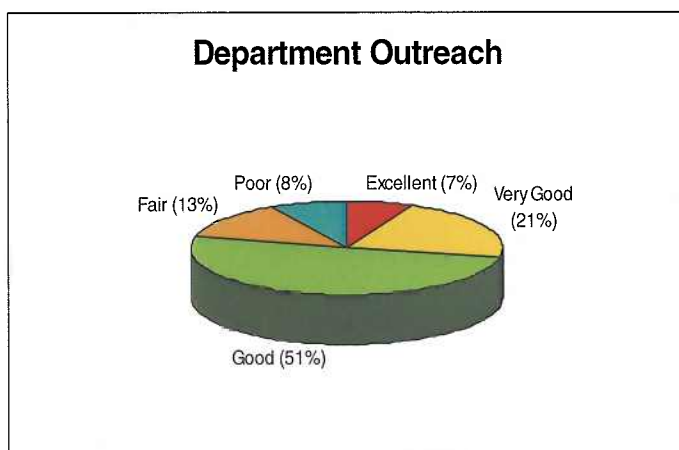


## **Communication Management**

**How informative are the project information sessions, (e.g. Monthly Department Liaison, Administrative Deputy and other project presentations)?**



**How effective are the project website and newsletter in communicating project developments to your department? How would you evaluate the effectiveness of the outreach session conducted?**



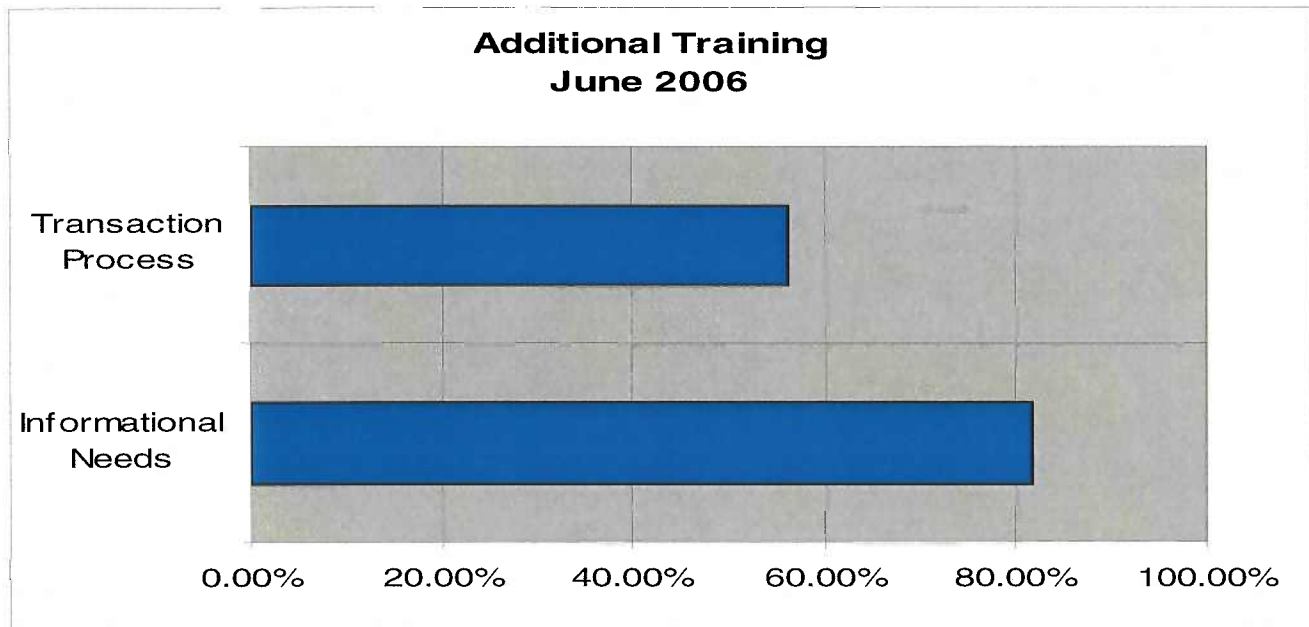
### **Notes:**

Overall satisfaction for project communications remains high with a Good/Very Good rating. Users were satisfied with the content and frequency of project information disseminated. Also, they were satisfied with the delivery formats and recommend that similar methods be employed for future phases of the eCAPS Project. Approximately, 80% responded positively to the Department Outreach effort and request additional sessions focused on their department's specific business needs.



## **Training and Support**

**Identify areas where additional training would be beneficial for your department?**



### **Notes:**

Overall, users were satisfied with the training that was provided to prepare for "go live" in July 2005. With the introduction of new transactions and updates to business processes, training was focused on how to process transactions into the system. In the May 2006 survey, 69% of the users expressed an interest for additional training, 82% of which requested training on how to extract information from the system.

Types of training support requested can be categorized in the following:

How to extract information from the system?

- Reporting
- Search/Queries
- Journals/Ledgers

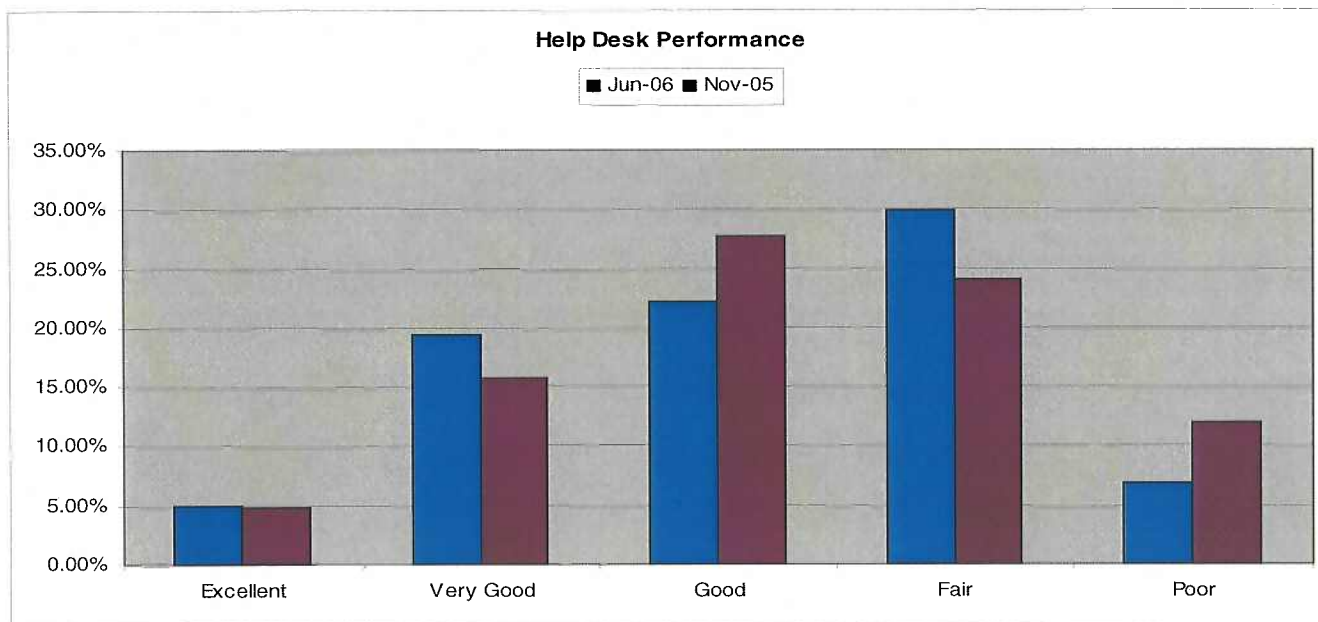
How to process transaction?

- Vendor
- Contracts
- Payments
- Encumbrance
- Performance Counts!





**How responsive is the eCAPS Help Desk in resolving incidents reported by department staff?**



**Notes:**

While the overall rating was Fair/Good, users requested improvements in both the responsiveness and quality of incident resolution. Users identified that Help Desk support staff knowledge and experience on County business processes and policies needs improvement to effectively address reported incidents. Also, users were also satisfied with the online access to the Help Desk to report incidents and communicate resolutions. Finally, users were satisfied with project website information, particularly Frequently Asked Questions (FAQ), eCAPSules, and Tips and Tricks targeted to address recurring incidents which would otherwise have been repeatedly reported.



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## User Comments

There were many written comments on the survey describing Best Features and Ideas for Improvements. Below is a summarization of the comments provided by the users. We have listed the ones with the most significant impact on the administration of eCAPS and departmental operations. Responses were summarized and combined to create categories.

### **Best Features**

Users identified the following areas as useful, improvements for their business operations and the best features of the eCAPS:

#### ***Communication***

- **Department Liaison Meetings** – Continue the eCAPS Liaisons Committee Meetings to keep departments apprised of project developments.
- **Project Website** – The eCAPS project website is very informative and responsive. It provides updated information on project activities, documents and schedules. Also, it provides links to access the County Fiscal Manual and the eCAPS production and learning environments.
- **Department Outreach** – Continue conducting department outreach meetings, including arranging on-site system training to departmental staff.

#### ***Training***

- **Targeted Training** – Departments expressed positive comments on training related to Accounts Payable - Vendor, Chart of Accounts and Year-end Closing instructional training.

#### ***Online Application Processing***

- **Online Real Time** – Departments liked that transactions and budget balances are updated as documents are processed and posted to the ledgers. Additionally, they found the search and query capabilities very helpful, including the budget and disbursement queries.
- **Print and Attachment Capability** – Report printing was identified as a big improvement over what CAPS offered as less training is required to print eCAPS reports. Also, the ability to electronically attach supporting documentation assisted with the review and approval process.





## ***Reporting***

- **Drill-Down Capability** – The drill-down feature for On Demand (i.e., Expenditure Summary Reports) is good. Expenditure reports are now showing detailed information, grouping by object code, providing a sub-total for each object code, and providing a page break on each unit code and current month-to-date activities.
- **Reporting at Department Element Levels** – Departments are able to monitor activity at a more granular level. For example, the Expenditure Detail Report by Departmental Object is important for checking expenditures by line item budget. Also, the monthly reports are now available by the first week of the following month.
- **Output Format** – The ability to retrieve reports in different formats (Excel, CSV and PDF) increases usability of the information from the reports.

## ***Payments***

- **Turnaround Time** – eCAPS generates payments much more quickly than the old system. Once payments are approved, they are mailed the next day. The legacy system could take up to seven (7) business days.

## **Ideas for Improvements**

### ***Online Application Processing***

- **Availability and Time Out** – Improve the availability of the system so that there is less down time during County business hours. System times out too quickly.
- **Broadcast Capability** – Ability to notify users within the application of system availability.

### ***Security and Workflow***

- **Workflow Rules** – Review of security and workflow to identify opportunities to streamline and simplify the process. Expand access controls to certain eCAPS pages and documents for viewing purposes, and provide additional UDOC training.

### ***Help Desk***

- **Responsiveness** – The eCAPS Help Desk responsiveness needs improvement. Department recommendations included updating the FAQ (Frequently Asked Questions) area on the website based on commonly asked Help Desk questions/answers. Provide support not only on the technical issues but also business function issues as well.



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### ***Reporting***

- **Descriptions** – Continue to improve and enhance reports including addition of descriptions to improve readability.
- **Other reports** – No reports are currently available for Performance Counts! Other suggested reports included function codes, Accounts Receivables aging, and tracking accounts payable invoices for timely payments, etc.
- **Department Elements** – More reports at the department element level (i.e., Department Object).

### ***Training***

- **On going support** – Provide training for new users and refresher courses. Update training materials with new procedures.



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## Next Steps

Results from this survey will help shape the direction the project team will need to take in the next year. Best features identified by the Departments, for example project communication, will be reinforced while improvement areas will be assessed and appropriate corrective actions put in place.

The following highlights some of the next steps the project team will undertake in response to departmental feedback.

### Department Outreach

The eCAPS Project Team will continue to conduct department outreach to assess department satisfaction levels and importantly to identify areas where the project team can provide support. This can take the form of information sessions and/or training in areas where departments have identified the most need. For this to be successful, participation from key department staff (i.e., liaison, coordinators) is essential to ensure that focused issues are identified and addressed and that appropriate staff are involved.

### Training Support

Departments overwhelmingly reported their need for additional training and support. The next step is to work with the Departments to conduct a training assessment and to develop a training plan for the upcoming year. This includes support for extracting information from the system, refreshers on how to process transactions, and updates to County policies and procedures. While hands-on training is still the preferred method, the project team will explore alternative methods including web-based learning.

### Help Desk

The eCAPS Project Team will continue to work with the Auditor-Controller's System Division to improve Help Desk responsiveness and overall quality of issue resolution. Help Desk staff's accessibility to department functional staff will improve the quality of issue resolution. Also, a planned upgrade to the Help Desk software will improve categorization of issues reported and can be used for training assessment.

### Reporting

There continues to be a need for additional reporting, but also more training is needed on how to better use the existing reports, on-line queries and on-line screens to meet departments' informational needs. More information and instruction is needed to assist departments in moving to this new approach. Also, new reporting functionality with COGNOS will be available and will require additional training.



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### **Utilizing eCAPS Functionality**

The eCAPS application provides new functionality to departments in the areas such as tracking expenses or revenues, monitoring contract, project accounting, grant accounting and cost accounting that are underutilized. The eCAPS Project Team will be exploring ways to assist departments in learning and leveraging this new functionality.



## Departments Responding to the Survey

Agricultural Commissioner/Weights & Measures  
Alternate Public Defender  
Animal Care and Control  
Assessor  
Auditor-Controller  
Auditor-Controller, Shared Services  
Department of Beaches & Harbors  
Board of Supervisors  
Chief Administrative Office  
Chief Information Office  
Department of Children and Family Services  
Department of Community and Senior Services  
Consumer Affairs  
Department of Coroner  
County Counsel  
District Attorney  
Human Relations Commission  
Department of Human Resources  
Internal Services Department  
Department of Health Services  
DHS Expenditure Management  
DHS Finance  
DHS -Harbor-UCLA Medical Center  
DHS - Martin Luther King/Drew Medical Center  
DHS - Rancho Los Amigos  
DHS - Olive View - UCLA Medical Center  
DHS - Public Health  
Mental Health Department  
Museum of Art, Los Angeles County  
Office of Affirmative Action Compliance  
Office of Public Safety  
Department of Ombudsman  
Parks and Recreation  
Probation Department  
Public Defender  
Public Library  
Department of Public Works  
Regional Planning Department  
Registrar Recorder/County Clerk  
Sheriff  
Superior Court of Los Angeles County  
Treasurer and Tax Collector